

An Examination of the Process Involved in the Choice of Outsourced Consultants by the Banking and Telecommunications Sectors in Lagos State, Nigeria

Fayomi I.^{1,*} and Adedokun A.²

^{1,2}Department of Estate Management, Lead City University, Ibadan, Nigeria

Corresponding Author: *zodibi12@gmail.com

<https://doi.org/10.36263/nijest.2022.02.0351>

ABSTRACT

This paper examines the process involved in selecting outsourced consultants by the banking and telecommunication sectors in Lagos state, Nigeria with a view to providing information to aid the real estate consultants in their CRE outsourcing practice. The study comprised of all the commercial banks, merchant banks, non-interest banks and the major Global System for Mobile Communication (GSM) organizations in Lagos, Nigeria. Primary data were obtained from 33 questionnaire that were distributed which represents the overall population of banks and telecommunication companies selected from the Nigerian Stock Exchange list and all questionnaire were retrieved which amounted to 100% retrieval rate due to accessibility and readiness to divulge information concerning their real estate operations. The data were analysed using mean deviation, frequency and percentage. The study showed that organisations adopt the World Bank procedures for selecting outsourced consultants. It further established that skills such as market knowledge (0.52), investment analysis (0.21) and negotiation (0.18) were the three most important skill needed to be possessed by consultants providing real estate services. Further findings revealed that overall professionalism (0.27) was the most important personal attribute to be possessed by the real estate consultant and that in choosing outsourced consultants organisations are influenced by factors such as proven track record and specialisation in the process to be outsourced. It was also established that the method used in identifying these consultants was through advertisement (78.79%). This study will aid corporate real estate consultants in identifying the processes involved in outsourcing and what qualities they need to possess so that they can meet up to the standard put in place for outsourcing by the various organisations in Nigeria.

Keywords: Banking, Telecommunications Sector, Corporate Real Estate, Outsourcing, Consultants

1.0. Introduction

Non-core business function outsourcing has increased over time as organizations seek to differentiate themselves in a competitive market (Hayward, 1999). It is the contracting of a company job, process, or function to an external service provider. In layman's terms, outsourcing is the transfer of work or activities from an organization or corporation to an individual, entity, or party that specializes in it (Sanusi, 2020). The enormous benefits of outsourcing cannot be overstated. Jegede (2015) outlined five benefits of outsourcing for any company, public or commercial. Focusing on core competencies, reducing industrial disputes, fulfilling targets and reducing manager strain are some of the positives he cites.

Certain activities in the banking and telecommunications sectors are outsourced rather than done by employees. Corporate Real Estate (CRE) is generally outsourced in these two sectors. A corporate organization's CRE is real property used for operational purposes, according to Laloo (2013). The banking sector's main duty is to create credit facilities for small, medium and large-scale firms and to fund development projects. They supply long-term credit to the government by investing in government assets and short-term credit by buying Treasury bills (Sanusi and Akinola, 2019).

Since deregulation in Nigeria, the number of telecom service providers has increased to suit the ever-increasing demand for communication services. Many of these commercial telecom companies are

oversubscribed and unable to meet demand due to lack of funding, equipment, and technical knowledge. This has necessitated outsourcing some of their services in order to focus on their main obligations and activities. This comprises office space, cell sites for the building of towers and masts, and other essential real estate for the telecommunications business (Oladokun, 2011). As a result, they will need to hire a CRE consultant. In view of the preceding, this study attempts to evaluate the selection of outsourced consultants by the Nigerian Banking and Telecommunications Sectors. Both corporations and outsourcing consulting businesses would benefit from knowing what is required to perform well in their respective fields. The study's goal is to discover what factors influence these sectors' choices of CRE outsourced consultants in terms of traits, talents, and identification methodologies.

Outsourcing is based on the need to save money (Willcocks, Lacity, and Feeny, 1995; Aubert, Patry, and Rivard, 1996; Arnold, 2000, Borodako, Berbeka and Rudnicki, 2015, Ikediashi and Okwuasi, 2015 and Espino-Rodriguez and Ramirez-Fierro, 2017.). Also, the benefits of outsourcing to any firm make it appealing to them. Outsourcing allows a firm to focus on building core strengths while letting go of non-core tasks (Venkatraman, 1997; Domberger, 1998; Gibler and Black, 2004). According to Kodwani (2007), outsourcing non-core activities frees up internal resources that can be used to improve core capabilities and achieve or maintain competitive advantage in the market. World Bank (1997) reviewed the rules for selecting and hiring consultants. This is followed by advertising, expressions of interest (EOI), evaluation of EOI, requests for proposals, evaluation of RFPs, selection of consultants, acceptance of consultants, and contract award letter. Despite the established standards for selecting real estate consultants, corporate organizations frequently look for certain features or characteristics before picking their consultants.

Price Waterhouse Coopers (1998) found that Canadian executives value specialization in the process to be outsourced, an established track record, and the guarantee of certain service levels. Kimbler and Rutherford (1993) looked into both identifying and selecting service providers. The study found that firms in the US prefer to engage with suppliers they know and find them through recommendations from associates, professional affiliations, networking, and direct contact from providers. The most essential variables in choosing a service provider from a list of 15 were personnel quality, experience, and local knowledge. Gibbs (1994) described how Mead Corporation outsourced all real estate services for its 46 US states, Canada, and Mexico portfolio. The organization chose two groups from which to solicit specific proposals for a long-term relationship. The organizations were chosen because they fulfilled Mead's organizational aims and had the structure, capability, and technical skill to complete the mission. That firm was well known to Mead, having worked on individual assignments for them during the past 25 years.

According to the Outsourcing Institute (1998), “commitment to quality, pricing, references/reputation, flexible contract terms, scope of resources, additional value-added capacity, cultural match, existing relationship, and location” are the most essential variables in selecting a service provider. He also outlines how Eastman Kodak chose a strategic partnership partner to supply real estate services. The parties had to have chemistry, trust and understanding, be eager to learn, and have technical and professional competency. Compatibility was deemed vital (Stephens, 1994).

The following steps are followed to pick outsourced consultants: advertising, evaluation of expressions of interest, request for proposals, selection of consultants, acceptance of consultants, and contract award letter. Corporate organizations also use the following criteria to discover and select outsourced consultants: process specialization, track record, and service level guarantees. Others are associate references, professional ties, networking, direct provider contact, staff quality, past experience, and local competence. A company's choice of outsourced consultants is influenced by their commitment to quality and affordability, as well as their reputation and references. Another important factor in hiring outsourced consultants was chemistry between the parties.

Many studies have looked at outsourcing in businesses, but few or none have looked into how Nigerian banks and telecommunications companies choose outsourced CRE consultants. Case study analysis was used by Oladokun (2011) in selecting and acquiring a Nigerian GSM communication company. There was also a case study of GSM communication firms that was reported on. The data obtained for the study demonstrated that the site acquisition procedure follows the global trend of corporations outsourcing non-core services to consultants with technical expertise. The survey was silent on the

telecommunication sector's use of outsourced consultants, thus this present study fills that gap. Sanusi and Akinola (2019) studied factors influencing outsourcing decisions in Nigerian banks. The authors observed that cost reduction and market expansion drove outsourcing. The study also found that the need to focus on core activities, improve service delivery and quality, satisfy changing consumer expectations, and improve operational efficiency drove banks to outsource in Nigeria. The authors go on to explain that outsourcing has its own risks and costs, and advise banks to assess the costs and advantages of outsourcing decisions. The survey was quiet on the banking sector's use of outsourced consultants, so this present study fills that gap.

Sanusi (2020) evaluated the benefits of outsourcing in the Nigerian banking industry. An analysis of the Nigerian banking industry's top outsourced services revealed security, housekeeping, HR and ATM. Other reasons for outsourcing in Nigerian banking include higher productivity and performance, better service delivery and quality, and the ability to accommodate changing client needs. According to reports, inadequate suppliers, reputation loss, and lack of competence are the top risks that the banking industry suffers while outsourcing its services. The survey was quiet on the banking sector's use of outsourced consultants, so this present study fills that gap.

Audu, Asenge, and Torough (2020) studied the impact of outsourcing on Nigerian Deposit Money Banks' performance. The study looked at the impact of three outsourcing options on profitability and operational efficiency of Nigerian deposit money institutions. The authors found that all characteristics of outsourcing techniques improve DMB performance in Nigeria. A beneficial tool for corporate organizations, notably in the banking sector, where strong competition is known to be considerable, according to the authors.

Fayomi, Oladokun and Adedokun (2021) examined the factors influencing corporate real estate outsourcing in the banking and telecommunication sectors in Nigeria. The study considered nineteen influencing factors in the outsourcing of CRE in both sectors. The findings established that cost and risk; business and technological; flexibility; and time and value factors are the important factors influencing CRE outsourcing in Nigeria.

2.0. Methodology

The conceptual framework for this study as depicted in figure 1 below depicts the link that exists between the banking and telecommunication sectors, the outsourced activities, the choice of consultant and the process of selection of the consultants. The outsourced activities usually determine the choice of consultants that are engaged as depicted by the arrows, and the choice of consultants engaged is dependent on the process of selection. Also, outsourced activities also influence the process of selection as the case may be and, the arrows show the whole linkages and processes that are involved.

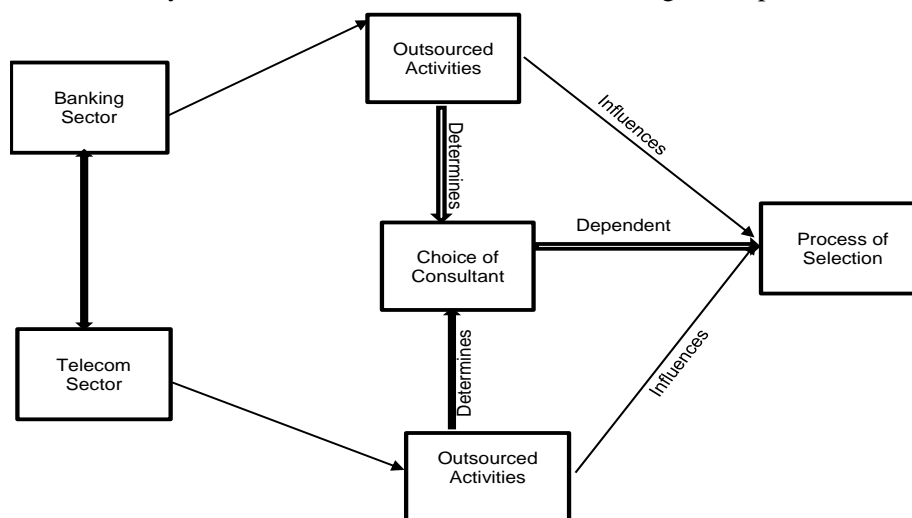


Figure 1: Conceptual framework

In order to fulfil the objective of this study, data was sourced from the corporate heads in the banking and telecommunication sectors in Lagos, Nigeria. The sample frame adopted for this study comprised of all the commercial banks, merchant banks, non-interest banks and the major Global System for

Mobile Communication (GSM) organizations in Lagos, Nigeria extracted from Nigerian Stock Exchange directories. The study identified Twenty Two (22) commercial banks, Four (4) merchant banks, one (1) non-interest bank and six (6) major telecommunication operators in the study area. Bringing all of these major players together brings the study's sample frame to Thirty Three (33). Total enumeration was adopted due to the small size of the quoted organizations. In order to obtain the needed information for the study, questionnaire administration was adopted for data collection. This was considered the most appropriate because the respondents were learned people, and therefore could read, write and comprehend the language in the questionnaire.

The data required is centred around the procedures that corporate organizations look out for before selecting consultants, and some of them include (as pointed out in the literature) a proven track record, the guarantee of specific service levels, recommendations from associates, professional affiliations, networking, and direct contact by providers, the quality of assigned employees, past experience and local expertise of the consultant etc. Statistical tools such as frequency distribution, mean rating and mean deviation was employed in analysing the data.

3.0. Results and Discussion

The questions on methods used to identify service providers and factors influencing the choice of consultant was put forward. The analysis of the responses got from the banking sector and the telecommunication sectors are presented in Tables 1.

The finding revealed that in the banking sector it is important that personnel/consultants providing real estate services to banks should possess the following skills 'Market Knowledge' (0.43), 'Investment Analysis Skill', (0.32), 'Negotiation skill', (0.21), 'Market Analysis Skills', (0.17), 'Breadth of Skills', (0.06), 'Presentation Skills', (0.06), 'Strategic Management Skills', (0.02) and 'Depth of Experience in Property', (0.02). However, the most important skills to be possessed were Market Knowledge, Investment Analysis Skill, and Negotiation skill. The result revealed that for the banking sector, the most important skill that is important to be possessed is cost related, it can therefore be implied that outsourcing real estate services is linked to cost reduction and this corroborates the findings Willocks et.al., 1995; Aubert et.al., 1996; Arnold, 2000; Borodako et.al., 2015, Ikediashi and Okwuasi, 2015; Espino-Rodriguez & Ramirez-Fierro, 2017 and Fayomi, Oladokun, and Adedokun, 2021. On the other hand, skills below the group mean RII were 'Understanding of your Organization', (-0.24), 'Formal Property Qualification', (-0.46), 'Knowledge of Business Management Principle', (-0.57). This implies that in the banking sector skills such as understanding the banking sector, formal property qualification and knowledge of business management principle is perceived to be of less importance to personnel/consultant providing real estate service to the banks. This could be attributed to the management style in deciding the important criteria required in the choice for outsourced consultants in the banking sector.

For the telecommunication sector, the result in Table 1 revealed that 'Market Knowledge' (0.92), 'Depth of Experience in Property', (0.42), 'Negotiation skill', (0.09), 'Market Analysis Skills', (0.09), and 'Breadth of Skills', (0.09) were the most important skills to be possessed by real estate consultant providing real estate services to telecommunication companies. This implies that market knowledge, and depths of experience in property were skills perceived by telecommunications companies to be of high importance to consultants providing real estate services to their organizations. However, this does not agree with the findings of Espino-Rodriguez & Ramirez-Fierro, 2017. On the other hand, skills that are of less importance were 'Formal Property Qualification', (-0.08), 'Strategic Management Skills', (-0.08), 'Understanding of your Organization', (-0.25), 'Knowledge of Business Management Principle', (-0.25), 'Investment Analysis Skill', (-0.25), and 'Presentation Skills', (-0.75) in the telecommunication sector. However, investment analysis skill and presentation skills were of least importance to personnel/consultants providing real estate services in the telecommunication sector.

Table 1: Important skill/criteria for individual personnel/consultants providing real estate services

CRE Skills/Criteria	Banking Sector					Telecommunication Sectors					Both Sectors				
	TWV	RII	MD	SD	Rank	TWV	RII	MD	SD	Rank	TWV	RII	MD	SD	Rank
Market knowledge	128	4.74	0.43	0.447	1	30	5.00	0.92	0.000	1	158	4.79	0.52	.415	1
Investment analysis skills	125	4.63	0.32	0.565	2	23	3.83	-0.25	1.472	10	148	4.48	0.21	.834	2
Negotiation skills	122	4.52	0.21	0.509	3	25	4.17	0.09	.750	3	147	4.45	0.18	.564	3
Market analysis skills	121	4.48	0.17	0.849	4	25	4.17	0.09	1.169	5	146	4.42	0.15	.902	4
Breadth of skills	118	4.37	0.06	0.565	6	25	4.17	0.09	.753	4	143	4.33	0.06	.540	6
Presentation skills	118	4.37	0.06	0.492	5	20	3.33	-0.75	.816	11	138	4.18	-0.09	.683	8
Strategic management skills	117	4.33	0.02	0.679	7	24	4.00	-0.08	1.095	7	141	4.27	0	.761	7
Depth of experience in property	117	4.33	0.02	0.877	8	27	4.50	0.42	.837	2	144	4.36	0.09	.859	5
Understanding of your organization	110	4.07	-0.24	0.829	9	23	3.83	-0.25	.980	8	133	4.03	-0.24	.847	9
Formal property qualifications	104	3.85	-0.46	0.864	10	24	4.00	-0.08	.000	6	128	3.88	-0.39	.781	10
Knowledge of business management principles	101	3.74	-0.57	1.130	11	23	3.83	-0.25	.983	9	124	3.76	-0.51	1.091	11
RII		4.31					4.08					4.27			

Note: TWV= Total Weighted Value; RII= Relative Importance Index; MD= Mean Deviation; SD= Standard Deviation

Putting together the foregoing the result in Table 1 revealed that in both sectors skills ‘Market Knowledge’ (0.52), ‘Investment Analysis Skill’, (0.21), ‘Negotiation skill’, (0.18), ‘Market Analysis Skills’(0.15), ‘Depth of Experience in Property’, (0.09), ‘Breadth of Skills’, (0.06), and ‘Strategic Management Skills’, (0.00) were the important skills that needs to be possessed by consultants providing real estate. This implies that a consultant that possesses skills such as market knowledge, investment analysis skill and negotiation skill might have a better opportunity of been consulted to provide real estate services to the banking and the telecommunication sector. On the other hand, factors such as ‘Presentation Skills’, (-0.09), ‘Understanding of your Organization’, (-0.24), ‘Formal Property Qualification’, (-0.39), ‘Knowledge of Business Management Principle’, (-0.51) were skills that were perceived to be of less importance to real estate consultants providing real estate services to the banking sector and the telecommunication sector.

Having examined the important skills to be possessed by individual personnel providing real estate services in the banking and telecommunication sector, there is also need to examine the important personal attributes a consultant providing CRE services must possess. This section is to buttress the procedures of selecting real estate consultants in the banking sector and telecommunication sector. In explaining the personal attributes important to be possessed by individual personnel/consultant providing real estate services the mean deviation of eleven (11) identified skills were computed. Hence the mean deviation figures above the group mean RII were personal attributes that are important to be possessed by personnel providing real estate in both sectors while the mean deviations below the group mean RII were personal attributes that are of less importance to be possessed by personnel providing real estate services. The result of the analysis was presented in Table 2.

For the banking sectors majority of the respondents were of the perception that overall professionalism, (0.27), ability to work in teams, (0.16), confidentiality, (0.16), accuracy and thoroughness (0.16) and positive attitude /commitment (0.08) were attribute above the group mean. This implies that it is important for real estate personnel providing real estate services to banks to possess the aforementioned attribute. However, ‘overall professionalism’ is the most important attribute to be possessed by a real estate personnel providing service to the banks and this agrees with the finding of (Stephens, 1994) were he emphasised that professional competence is a vital attribute to be possessed by a real estate personnel. Conversely timeliness/responsiveness (-0.06), problem solving ability (-0.1), communication skills (-0.14), sound judgment (-0.14), lateral thinking/creativity (-0.18) and adaptability (-0.18) were attribute perceived to be of less importance to be possessed by the real estate consultants. However, ‘lateral thinking/creativity and adaptability’ were attributes that are of least importance to be possessed by real estate consultants in the banking sector.

Table 2: Personal attributes for consultants providing real estate services in Banking and Telecommunication sector

Attributes for Personnel Consultants	Banking					Telecommunication					Both Sectors				
	SWV	Mean	MD	SD	Rank	SWV	Mean	MD	SD	Rank	SWV	Mean	MD	SD	Rank
Timeliness/ Responsiveness	113	4.19	-0.06	1.415	5	29	4.83	0.25	0.408	1	142	4.30	-0.01	1.311	5
Lateral Thinking/ Creativity	110	4.07	-0.18	1.072	8	28	4.67	0.09	0.516	2	138	4.18	-0.13	1.014	6
Sound judgment	111	4.11	-0.14	1.013	7	23	3.83	-0.75	0.408	5	134	4.06	-0.25	0.933	9
Accuracy/ thoroughness	119	4.41	0.16	1.083	3	29	4.83	0.25	0.408	1	148	4.48	0.17	1.004	2
Communication skills	111	4.11	-0.14	1.013	7	25	4.17	-0.41	0.408	4	136	4.12	-0.19	0.927	8
Ability to work in teams	119	4.41	0.16	0.844	2	27	4.50	-0.08	0.548	3	146	4.42	0.11	0.792	4
Overall professionalism	122	4.52	0.27	1.122	1	29	4.83	0.25	0.408	1	151	4.58	0.27	1.032	1
Positive attitude/ commitment	117	4.33	0.08	0.832	4	29	4.83	0.25	0.408	1	146	4.42	0.11	0.792	4
Confidentiality	119	4.41	0.16	0.844	2	28	4.67	0.09	0.516	2	147	4.45	0.14	0.794	3
Adaptability	110	4.07	-0.18	0.829	8	28	4.67	0.09	0.516	2	138	4.18	-0.13	0.808	7
Problem solving ability	112	4.15	-0.1	1.027	6	27	4.50	-0.08	0.548	3	139	4.21	-0.10	0.960	6
RII		4.25					4.58					4.31			

Note: SWV= Sum Weighted Value; MD= Mean Deviation; SD= Standard Deviation

In the telecommunication sectors factors such as overall professionalism (0.25), accuracy/thoroughness (0.25), positive attitude/commitment (0.25), timeliness/responsiveness (0.25), confidentiality (0.09), adaptability (0.09) and lateral thinking/ creativity (0.09) were identified to be the important personal attributes for individual personnel providing real estate services. Furthermore, attributes such as ability to work in teams (-0.08), problems solving ability (-0.08), communication skills (-0.41) and sound judgment (-.075) were the less important attribute. The result however established that overall professionalism, accuracy/thoroughness, positive attitude/commitment, and timeliness/responsiveness were highly important attributes to be possessed by real estate consultants performing CRE services to telecommunication companies while communication skills and sound judgment were least important attributes. The result put together revealed that overall professionalism (0.27), accuracy/thoroughness (0.17), confidentiality (0.14), ability to work in teams (0.11) and positive attitude/commitment (0.11) were attributes perceived to be important for real estate consultant performing CRE services in the banking sector and the telecommunication sector. The result however implied that overall professionalism is the most important attribute. In the same vein, timeliness/responsiveness (-0.01), lateral thinking/creativity (-0.13), sound judgment (-0.25), communication skills (-0.19), adaptability (-0.13) and problem-solving ability (-0.10) were attributes perceived to be less important for real estate consultant performing CRE services in the banking sector and the telecommunication sector. The result however established that problem solving ability is the least important factor. In view of the forgoing, it can be inferred that to banking sector and telecommunication sectors the level of professionalism of the real estate consultant performing CRE services in their organizations is highly important.

Table 3: Methods of identifying real estate service providers by Banking and Telecommunications sector

Methods of Identifying Real Estate Service Providers	Banking (%)	Telecommunication (%)	Total (%)
Advertising	21 (77.78%)	5 (83.33%)	26 (78.79%)
Recommendation from an Associate	1 (3.7%)	--- (0.0%)	1 (3.00%)
Direct Approach by Service Provider	1 (3.7%)	--- (0.0%)	1 (3.00%)
Professional Affiliations	2 (33.3%)	1 (16.67%)	3 (9.09%)
Networking/Personal Contact	1 (3.7%)	--- (0.0%)	1 (3.00%)
Real estate publications	1 (3.7%)	--- (0.0%)	1 (3.00%)
Total	27 (100.0%)	6 (100.0%)	33 (100.0%)

It has been identified from literature that the commonly used methods in identifying real estate service provider were advertising, recommendation from associate, direct approach by service provider, professional affiliation and networking, and from real estate publications. From Table 3 above, it was revealed that in the banking sector majority of the banks commonly made use of advertising (77.78%) and professional affiliation (33.3%) as means of identifying real estate service providers which was same with the telecommunication companies. In Table 3, 83.33% of the organizations in the telecommunication sector made use of advertising while 16.67% made use professional affiliation as the only means of identifying real estate service providers. The result however established that in both sectors, advertising and professional affiliation were the most commonly used means of identifying real

estate service providers which amounted for 78.79% and 9.09% respectively where advertising was the major method used by both organizations. Although, this does not agree with the findings of Kimbler and Rutherford (1993) where it was found that firms in the US prefer to engage with suppliers they know and find them through recommendations from associates, professional affiliations, networking, and direct contact from providers. This discrepancy might be due to differences in region.

Having established advertising as the main method of identifying the real estate service providers by organizations the banking sector and the telecommunication sector, it is important to also examine the procedure for selecting out sourced consultants in the organizations. According to World Bank (1997), the following procedure is put forward in selecting outsourced consultants: Advertising, Expression of Interest (EOI), Evaluation of EOI, Request for Proposal (RFP), Evaluation of RFP, Selection of Consultant, Acceptance of Consultant, and Letter of Award of Contract. Each of the sampled organizations in the Banking and Telecommunication sector were asked if this procedure is strictly adhered to by them in selecting outsourced consultants owing to the fact that this procedure is the laid down procedure to be followed by organizations in the sampled sectors. Contained in Table 4 below is the analysis of responses from the organizations. From Table 4, it was established that 92.59% of the organizations in the banking sector follows the laid down procedure in selecting real estate consultants, more so, 7.41% agrees to the adherence of the procedure. This corroborates with the procedures stipulated by the World Bank (1997) that guides the selection of all outsourced consultant. This could be as a result of preventing bias and ensuring all participants have an equal chance of being selected if they met all the necessary requirements.

Table 4: Procedure for selecting out sourced consultants in the organizations

Adherence to Procedure of Selecting Real Estate Consultants	Banking (%)	Telecommunication (%)	Total (%)
Strongly Agree	25 (92.59%)	5 (83.33%)	30 (90.91%)
Agree	2 (7.41%)	1 (16.67%)	3 (9.09%)
Somewhat Agree	--- (0.0%)	--- (0.0%)	--- (0.0%)
Disagree	--- (0.0%)	--- (0.0%)	--- (0.0%)
Strongly Disagree	--- (0.0%)	--- (0.0%)	--- (0.0%)
Total	27 (100.0%)	6 (100.0%)	33 (100.0%)

Furthermore, in the telecommunication sector, 83.33% of the organizations in the sector follow the laid down procedure in selecting real estate consultants while 16.67% agrees to the adherence of the procedure. The result implies that the World Bank (1997) procedure for selecting outsourced consultants by sectors such as the banking and telecommunication sectors are being used and adhered to by the sampled sectors.

4.0. Conclusions

This study examined the process involved in the choice of outsourced consultants by the banking and telecommunication sector in Lagos State, Nigeria. The study examined the important skillset that are expected of the outsourced consultants, personal attributes of the outsourced consultants, methods of identifying them by the banking and telecommunication sectors and lastly, the procedure/process involved in the choice of their selection for a specific task or assignment in the banking and telecommunication sectors. Based on the data collected and analysed, the study established that in both the banking and telecommunication sectors, market knowledge, investment analysis skills, negotiation skill, market analysis skill, depth of experience in property market and strategic management skills were the most important skillsets needed to be possessed by the consultants providing the CRE services to both sectors. The result also revealed that overall professionalism, accuracy/thoroughness, confidentiality, ability to work in teams and positive attitude/commitment were attributes reported to be important for real estate consultant performing CRE services in the banking sector and the telecommunication sector. The result however implied that overall professionalism is the most important attribute. Talking about the methods in identifying real estate providers, the study revealed that in the banking sector majority of the banks commonly made use of advertising and professional affiliation as means of identifying real estate service providers which was same with the telecommunication companies. In the telecommunication sector for example, they depend more on the use of advertising while others use professional affiliation as the only means of identifying real estate service providers. The result however established that in both sectors, advertising and professional affiliations were the most commonly used means of identifying real estate service providers.

A major implication of the results of this study is the confirmation that the outsourcing of non-core activities leads to increase in the quality of service rendered by banking and telecommunication sectors as a result of them concentrating on their core-competencies. Even though this present study did not directly assess the improvements in the quality of service rendered by both sectors, other studies can take on that challenge subsequently. The results of this research have not only vindicated these sectors decision to outsource some of their services but also encourages them and other sectors to further explore the benefits accruable from outsourcing non-core activities.

References

Audu, C.A., Asenge, E.L., and Torough, S.M (2020). Outsourcing Strategies and Performance of Deposit Money Banks (DMBs) in Nigeria. *GSJ*, 8(3), March 2020, online: ISSN 2320-9186 www.globalscientificjournal.com

Arnold, U. (2000). New Dimensions of Outsourcing: A combination of transaction cost economics and the core competences concept. *European Journal of Purchasing and Supply Management*, 6(1), pp. 23-9.

Aubert, B.A., Patry, M. and Rivard, S. (1998). Managing the risk of IT outsourcing. Proceedings of the 32nd Hawaii International Conference on System sciences.

Borodako, K., Berbeka, J. and Rudnicki, M. (2015). External and Internal Factors Motivating Outsourcing of Business Services by Meeting-Industry Companies: A Case Study in Krakow, Poland, *Journal of Convention & Event Tourism*, 16, pp. 93–115. <https://doi.org/10.1080/15470148.2015.1013170>

Domberger, S. (1998). The contracting organization: a strategic guide to outsourcing. Oxford, UK: Oxford University Press.

Espino-Rodríguez, T. F. and Ramírez-Fierro, J.C. (2017). Factors determining hotel activity outsourcing. An approach based on competitive advantage. *International Journal of Contemporary Hospitality Management*, 29(8), 2006-2026. <https://doi.org/10.1108/IJCHM-05-2016-0291>

Fayomi, I., Oladokun, T. T. and Adedokun, A. R. (2021). Factors Influencing Corporate Real Estate Outsourcing in Nigeria: An Empirical Study from the Banking and Telecommunication Sectors in Lagos, Nigeria. *Journal of The Nigerian Estate Surveyors and Valuers*, 43(2), pp. 69-77.

Gibbs M. F. (1994). Mead, Galbreath Forge Historic Partnership. *National Real Estate Investor*, 36(12), November 1994, pp. 68 -70,131.

Gibler, K. M. and Black, R. T. (2004). Agency risks in outsourcing Corporate Real Estate functions, *Journal of Real Estate Research*, 26, 2, pp. 137-160.

Hayward, T.J. (1999): *The Outsourcing of Corporate Real Estate Asset Management in New Zealand*. A dissertation submitted at Lincoln University in partial fulfilment of the requirements of the Degree of Master of Property Studies.

Ikediashi D., Okwuasi O. 2015. Significant factors influencing outsourcing decision for facilities management (FM) services: A study of Nigeria's public hospitals. *Property management*, 33(1), pp. 59-82. <https://doi.org/10.1108/PM-04-2014-0018>

Jegede, C.T. (2015). A Study of Outsourcing and Performance of Commercial Banks in Lagos, Lagos State, Nigeria. *Journal for Studies in Management and Planning*, 1, pp. 598-606.

Kodwani, A. (2007). Human Resource Outsourcing: Issues and Challenges. *Journal of Nepalese Business Studies*, 4(1). Retrieved from Doi:10.3126/jnbs.v4i1-1028

Kimble L. B. and Rutherford R. C. (1993). Corporate Real Estate Outsourcing: A Survey of Issues. *The Journal of Real Estate Research*, July 1993, pp 525 -539.

Laloo, A. (2013): Corporate real estate practices in South Africa – a survey of the top 200 companies listed on the Johannesburg stock exchange. A dissertation report submitted to the Faculty of Engineering and the Built Environment, University of the Witwatersrand, in fulfilment of the requirements for the degree of Master of Science in Property Development & Management.

Oladokun, T.T. (2011). *Corporate Real Estate Management Practice (CREM) in Nigeria*, An M.Sc. Dissertation, Department of Estate Management, Obafemi Awolowo University, Ile Ife, Nigeria, 143p

Outsourcing Institute (1998). Survey of Current and Potential Outsourcing End-Users. The Outsourcing New York.

Price Waterhouse Coopers. (1998). Business Process Outsourcing Paving the Way for Leading Canadian Companies to Compete Globally and Reduce Costs', *Canada NewsWire*, (online) 25 September 1998. Available: Internet <http://www.newswire.ca/releases/September1998/5/c6240.html>

Sanusi, B.M. and Akinola, G.O. (2019). Determinants of Outsourcing Decision among Commercial Banks in Nigeria. *Journal of Sustainable Development in Africa*, 21(1), 2019) ISSN: 1520-5509.

Sanusi, B.M. (2020). Analysis of Outsourcing Activities in the Banking Industry in Nigeria: The Rationale and Perceived Benefits. *European Journal of Business and Management*, 12(23), 2020. ISSN 2222-2839.

Stephens P. (1994). Restructuring of Corporate Real Estate Function Demands New Skills, New Vision. *National Real Estate Investor*, 36(5), May, 20 - 25.

Venkatraman, T. (1997). Out or in source: which strategy? Mumbai, India: Magnum Books

Willcocks, L. P., Lacity, M.C., and Feeny, D.F., (1995), 'IT Outsourcing: Maximize Flexibility and Control', *Harvard Business Review*, May – June 1995, pp. 84-93.

World Bank (1997). Guidelines: Selection and Employment of Consultants by World Bank Borrowers. IBRD Washington, DC.

Cite this article as:

Fayomi I. and Adedokun A., 2022. An Examination of the Process Involved in the Choice of Outsourced Consultants by the Banking and Telecommunications Sectors in Lagos State, Nigeria. *Nigerian Journal of Environmental Sciences and Technology*, 6(2), pp. 370-378. <https://doi.org/10.36263/nijest.2022.02.0351>